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**The Efficient
College**

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The Efficient College

READ BEFORE

THE ASSOCIATION OF AMERICAN COLLEGES

AT CHICAGO, ILLINOIS - JANUARY 21st, 1916

BEGUN by a committee appointed by the Council of Church Boards of Education, presented to the newly organized Association of American Colleges at its initial meeting in Chicago, in January 1915, and by the Association ordered revised and presented at its second meeting, this paper has become an effort to describe an efficient college. The committee as originally appointed consisted of Professor Ernest D. Burton, D.D., of Chicago University and Rev. Calvin H. French, D.D., of the College Board of the Presbyterian Church. The method adopted for the discussion was suggested by Dr. Burton. When the paper was transferred from the Council of Church Boards to the Association of American Colleges, the second member of the committee was appointed to present it and, subsequently, to revise it. In this revision, however, Dr. Burton has given valuable suggestion and help which is gratefully acknowledged.

What are the things which go to the making of an efficient college and why are they needed? Manifestly, some of the things which make for the efficiency of a college cannot be reduced to statistics, however sanctified the statistician. History, tradition, ideals, great personalities are all of the essential substance of college efficiency, but they may not be reduced to percentages or presented in tabular form. Moreover, these moral and spiritual elements which are the life of the college require certain very material things for their support. The need for these material things grows more urgent with every passing year. Without forgetting the soul of the college, this paper therefore attempts to describe its body in terms of students, faculties, buildings, equipment, endowments. Perhaps the drift of the inquiry is most succinctly indicated by the question: "How much money is required in this beginning of the Twentieth Century to make an efficient college?"

There are very many who would welcome an answer to this question. If a clear and well reasoned answer can be given, perhaps a considerable number of American colleges would be willing to give up a hopeless struggle. Perhaps others seeing what they needed and why, may so barb their requests with reasons as to pierce the armor of many a philanthropist. Many Church Boards of Education and many giving agencies, as well as every friend of higher education, will welcome a specific statement of what a Twentieth Century College needs and why it needs it.

The Method For the purpose in view, it has seemed best to describe first a theoretic institution which will be called a "Minimum College." The college so described is reduced to its own lowest terms of faculty, curriculum, equipment and endowment. In such an institution, the faculty and equipment are worked at their maximum capacity, and the result is the minimum of what a fair appraisal could accept as college work. Theoretically, such an institution would give a legitimate and honest college course at a minimum of cost for operation. This would be done, however, at the expense of the certain and rapid exhaustion both of faculty and equipment. Moreover, acceptable results could be obtained in such a college only when every element and condition was theoretically perfect. This would never occur in actual experience. The conclusion, therefore, is that an actual college, in order to do acceptable work, must have more rather than less equipment, endowment and teaching force than the following description of the "Minimum College" indicates.

Beside the picture of the "Minimum College" will be placed another showing in a similar way a college which is theoretically "efficient;" that is, one which has teaching force, equipment and endowment which will enable it to do well all that a college ought to do.

Similar pictures of five actual colleges will be given. These colleges will be referred to by numbers. Of the institutions selected as illustrations, College No. 1 is a well known eastern institution. It has had time and money enough to enable it to develop its organization with reference to the educational needs and opportunities of its region. It may, therefore, be considered as representing the present educational views as to what the efficient college should be. Itemized information from this college is not available. The data presented, however, especially the summary statements as to income and expenditure taken from the published report of its treasurer, are sufficient to confirm the conclusions reached through the study of other colleges.

College No. 2 is a typical institution in the East. It is a good representative of the older colleges, and its statistics are illustrative of the best development of the American college.

College No. 3 is a well known institution in the north-central section. It has a shorter history and it is in a newer region, but, as related to its environment, it is much like colleges Nos. 1 and 2.

The two remaining colleges are in the Northwest. College No. 4 is the older and more fully developed, but both are growing along the best educational and financial lines. College No. 5 operates a preparatory department the statistics for which are merged with its college data.

The purpose of the discussion being to deal only with courses leading to baccalaureate degrees, all statistics accounting for affiliated courses or departments such as Music, Normal Training, or Commercial Courses are eliminated.

Tables and Notes

Both the theories and the facts under consideration will be presented in the following tables. Tables 1 and 2 with the accompanying notes will present in detail the curriculum and the faculty assignments in the "Minimum College."

Tables 3 and 4 will present corresponding data for the "Minimum College," the "Efficient College" and the five actual colleges. The five actual colleges will be referred to by numbers. The data will be arranged in seven perpendicular columns, the corresponding items for each college being in the same horizontal line. Tables 5 and 9, inclusive, will present some interesting facts gathered from reports sent from fifty-two colleges. It will be found upon examination that these facts corroborate the conclusions reached by the partially theoretic discussion in the earlier part of the paper. Such points as seem to require a more particular presentation will be discussed in the explanatory notes following the tables.

TABLE I. A MINIMUM CURRICULUM

... REQUIRED FOR MATRICULATION—Latin, Greek, German or French, 4 years, being two years of any two, or 4 years of any one submitted; Mathematics, 2 years; English, 3 years; History, 2 years; Elementary Science, 2 years; other subjects 2 years, a "year" being equivalent to a "Carnegie unit."

FRESHMAN	SOPHOMORE	JUNIOR	SENIOR
Latin or Greek	4 Latin or Greek or German or French	4 German or French I or French II	3 German or French 3
Math.	4 Mathematics Half Yr. 4 History Half Yr. 4	4 Physics Bible	3 Geology Bible 3 2
English	4 English	4 Psychology Half Yr. 4 Education Half Yr. 4	4 History of Phil. Half Yr. 4 Metaphysics Half Yr. 4 4
History	4 Chemistry	4 Biology	4 Economics Half Yr. 4 Sociology Half Yr. 4 4
Hours per week	16	16	16

Note 1. For an explanation of the alternatives offered in Language and a certain amount of flexibility obtainable in this curriculum, see Explanatory Note 1.

Note 2. The minimum amount of Bible Study is shown rather than its distribution in the curriculum. If, in order to keep the number of hours per week at 16 for each student, it is found necessary to offer the work in

Bible Study only in the Junior and Senior years as above, the need for such work in the Freshman and Sophomore years will be supplied by Y.M.C.A. or other voluntary classes.

Note 3. In each case where two related half year courses are grouped it is intended that one course shall be given during the first semester and the other during the second semester.

TABLE II. A MINIMUM FACULTY

PRESIDENT: All his time given to administration and promotion.

Professor:	Mathematics,	6 hours per week
	Physics,	3 hours per week
	Other assignments,	6 hours per week
Professor:	Chemistry,	4 hours per week
	Biology,	4 hours per week
	Geology,	3 hours per week
	Other assignments,	4 hours per week
Professor:	French,	7 hours per week
	German,	3 hours per week
	Other assignments,	5 hours per week
Professor:	Psychology,	4
	Education,	4
	Philosophy,	4
	Other assignments,	7
Professor:	Latin,	4 hours per week
	Bible,	4 hours per week
	Other assignments,	7 hours per week
Professor:	History,	6 hours per week
	Economics,	4
	Sociology,	4
	Other assignments,	5
Professor:	English,	8 hours per week
	Other assignments,	7 hours per week

Note 1. The hours here assigned are on the basis of rigid requirements. The French and German assignments, for example, assume that a student presents two years of German but no French for matriculation. For a statement as to some slight possible variation from these assignments, see Explanatory Note 1.

Note 2. The number of the faculty is determined by the possible combination of subjects or departments, and, in view of our purpose to keep operating expenses at the minimum, it cannot be increased. See Explanatory Notes 1 and 2.

Note 3. The number of students who can be cared for by this faculty is approximately one hundred, or a number, which will require few, if any, divisions of classes. We are assuming that the number in any class, to get the best results, should not exceed an average of twenty-five. See Explanatory Note 3.

Note 4. The courses in Philosophy and Education, History and Economics are one half year courses of four periods each per week.

Note 5. For an explanation of the "other assignments" inserted to make teaching schedules of fifteen hours per week, see Explanatory Note 1.

A COMPARISON OF COLLEGES

Introductory The analysis of a college reveals two groups of facts, namely, those relating to its organization and those relating to its finances. Within each of these two main groups, there are three identical subdivisions of facts; namely, those having to do with administration, instruction and maintenance.

In accordance with this analysis, tables 3 and 4 will present parallel pictures or descriptions of the minimum and the efficient colleges, and beside them similar pictures of five actual colleges. Table 3 will give a picture of college organization, and table 4 will give a picture of college finances. The statistics for College No. 1 are for the school year ending in 1914. For the other "Actual Colleges" the statistics are for the year ending in 1915.

TABLE III. COLLEGE ORGANIZATION

	THEORETIC		ACTUAL				
	Min- imum	Effi- cient	No. 1	No. 2	No. 3	No. 4	No. 5
Students Col.	100	400	420	429	435	244	112
Acad.	0	0	0	0	0	0	69
Faculty	8	32	51	39	40	24	15

ADMINISTRATION

President	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Dean	Yes	Yes	Yes	Yes	Yes	Yes	No
Dean of Women.....	Yes	Yes	No	No	Yes	Yes	Yes
Treasurer	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Librarian	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Prin. of Academy.....	No	No	No	No	No	Yes	No
Registrar	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Registrar Asst.	No	No	Yes	No	No	No	No
Supt. of Buildings.....	No	Yes	Yes	Yes	Yes	Yes	No
Sec. to President.....	No	Yes	Yes	Yes	Yes	Yes	No
Sec. to Deans.....	No	Yes	Yes	Yes	Yes	No	No
Sec. to Treasurer.....	No	Yes	Yes	Yes	Yes	No	No
Asst. Librarian	No	Yes	Yes	Yes	Yes	Yes	Yes
Asst. Librarian	No	No	No	Yes	No	No	No
Stenographers	Yes	Yes	Yes	Yes	Yes	No	One

INSTRUCTION

Log. Met.	Prof.	Prof.	Prof.	Prof.	Prof.	Prof.	Prof.
Psych. Ed.		Assoc.	Prof. Assoc.		Prof. Asst.		Prof. Instr.
Mathematics (& Phys.)	Prof.	Prof. Prof. Assoc.	Prof. Prof. Asst.	Prof. Asst. Instr. Instr. Instr.	Prof. Prof. Instr. *Instr.	Prof. Instr.	Asst.
Physics:	No	Prof. Assoc.	Prof. Assoc. Asst.	Prof. Asst.	Asst.	Prof.	Prof.
Chemistry: (& Biol. & Geol.)	Prof.	Prof. Prof.	Prof. Prof. Instr.	Prof. Instr. Instr.	Prof. Asst.	Asst. Instr.	Prof.

INSTRUCTION (Continued)

Biology:	No	Prof. Prof.	Prof. Prof. Asst. Instr.	Prof. Instr.	Prof. Asst. Instr.	Prof. Asst.	Prof.
Mineralogy:	No	Prof.	Prof.	No	No	No	No
Geology:			Instr.				
Latin:	Prof.	Prof.	Prof.	Prof.	Prof.	Prof.	Prof.
(& Bible)		Assoc.	Asst. Asst.		Prof. Instr.		
Bible	No	Prof.	Prof.	No	Prof. Prof.	Prof.	Prof.
History:	Prof.	Prof.	Prof.	Prof.	No	Prof.	Prof.
(& Economics)		Assoc.	Assoc. Fellow	Instr.	Asst.	Asst. Instr.	
Economics:	No	Prof. Assoc.	Prof. Assoc.	Asst.	Prof.	No	No
German (& French)	Prof.	Prof. Prof.	Prof. Assoc.	Prof. Asst. Instr. Instr.	Prof. Instr.	Prof. Prof.	Prof. Instr.
Romance Lang.	No	Prof. Assoc.	Prof. Assoc. Assoc. Instr.	Prof. Instr. Instr. Instr.	Prof.	Instr.	Instr.
English	Prof.	Prof. Prof. Assoc.	Prof. Assoc. Assoc. Asst.	Prof. Asst. Instr. Instr.	Prof. Asst. Instr.	Prof. Instr.	Prof. Instr.
Astrom. & Nav.	No	No	Prof.	No	No	No	No
Govt. & Int. Law,	No	Prof.		Prof.	No	No	No
Greek	No	Prof. No	Prof. Assoc.	Prof. Asst.	No	No	Prof.
Music:	No	No	Prof.	No	Prof. Prof. Instr. Instr.	No	No
Hygiene & Phys. Ed.	No	Prof.	Prof.	Prof.	Asst.	Instr.	No
Athletics		Assoc.	Assoc. Assoc. Sec.		Asst. Instr. Instr.		
Pub. Speaking:	No	Prof. Assoc.	Assoc.	Prof.	Asst. Instr.	No	Prof.
Engineering:	No	No	No	Prof. Prof. Prof. Asst. Asst. Asst. Instr. Instr.	No	No	
Sociology:	No	Assoc.	No	Asst.	Asst.	No	No
*Half time.							

Note 1. In College No. 1 and College No. 5 the president teaches some classes in Metaphysics, Psychology and Education.

Note 2. Music taught in these courses is not Music as an accomplishment, but such study of the history or theory of Music as may properly be allowed for credit towards a degree.

Note 3. The designations of subjects in the brackets refer only to the minimum college, and they call attention to the combinations of teaching positions in that college.

Note 4. In college No. 2 some instructors teach in two departments.

MAINTENANCE

Head Janitors	Yes	Yes	Yes	No	Yes	Yes	Yes
Asst. Janitors	No	Yes	Yes	Seven	Three	Three	One
Engineer	Yes	Yes	Yes	No	Yes	Yes	Yes
Firemen	No	Two	Yes	Two	Two	Two	One
Matron	One	Two	*One	No	One	One	One
Financial Sec.	No	No	No	No	No	One	No
Other Employees..	No	No	One	Five	Yes	No	No

*At Hospital.

Note:—Many colleges employ field men to seek for money or students. In special campaigns, financial secretaries are temporarily employed by some colleges.

TABLE 4. COLLEGE FINANCES

A. OPERATING EXPENSES

Note:—In the two parts of this table, namely "ADMINISTRATION" and "MAINTENANCE," a zero means that, so far as available information indicates, the position is not filled, or the item of expense is not incurred. A blank (.) means that the position may be filled, or the expense incurred, but the amount of the expenditure is not reported. In this case the amount of the expenditure may be included in some general item. In every case the total as given is inclusive.

ADMINISTRATION

	THEORETIC		ACTUAL				
	Minimum	Efficient	No. 1	No. 2	No. 3	No. 4	No. 5
President	\$2,500	\$5,000	\$5,000 [†]	\$4,800	\$2,500	\$2,500
Dean	0	0	1,000 [†]	0
Dean of Women..	0	500	0 [†]	500
Treasurer	0	2,500	2,250	2,000	0	1,500
Librarian	0	2,500	*7,163	1,200	1,050	1,045	1,000
Asst. Librarian ..	500	600	555	350	693
Asst. Librarian ..	0	600	720	0	0	0
Asst. Librarian ..	0	0	0	0	0	0
Registrar	0	500	0	0	100
Supt. of Bldgs...	0	1,500	0	0	0
Asst. to Pres....	0	1,500	0	0	0
Sec. to Deans....	0	1,000	600	0	0
Sec. to Pres....	0	825	750	0	0
Sec. to Treas....	0	0	600	0	0
Stenographers ...	825	1,650	1,000	1,137	1,620	750
Totals	\$3,825	19,175	25,333	13,675	9,337	5,858	6,225

*Includes salaries of Assistants.

†Salaries included in salaries for "Instruction."

INSTRUCTION

Logic, Metaph. ..	\$1,500	\$2,500	\$2,000*	\$3,000	\$1,045	(Pres.)
Psych. Ed.		1,500		2,250		
				1,500		
Mathematics	1,500	2,500	2,250	2,000	1,500	\$1,000
(& Phys.)		2,500	1,500	1,800		
		1,500	1,200	1,200		
			1,000	1,900		
			500			
Physics	0	2,500	2,100	1,400	1,600	1,200
		1,500			150	
Chemistry	1,500	2,500	2,000	2,000	1,600	1,000
(& Biol. & Geol.)		2,500	1,250	1,600	250	
			400			
Biology	0	2,500	2,000	1,700	1,600	1,500
		2,500	500	1,200	200	
Mineralogy	0	2,500	0	0	0	0
Geology				
Latin	1,500	2,500	2,300	2,500	1,500	1,000
(Bible)		1,500		1,800	700	900
				1,250		
Bible	0	2,500	0	2,250	0	1,500
				2,000		
History	1,500	2,500	2,000	1,500	1,600	1,500
(& Economics) ..		1,500	400			600
Economics	0	2,500	1,600	1,900	1,500	0
		1,500				
German	1,500	2,500	2,000	2,000	1,600	1,100
(& French)		1,500	1,700	1,300	600	
			1,200			
Romance Lang. .	0	2,500	1,600	1,400	1,600	1,000
		1,500	1,200		600	
English	1,500	2,500	2,000	2,300	1,600	1,200
		2,500	1,700	1,600	1,600	
		1,500		1,000		
				400		
Astron. & Nav...	0	0	0	0	0	0
Govt. & Int. Law	0	2,000	0	0	0	0
Greek	0	2,500	2,000	1,500	1,500
Music	0	0	0	3,000	1,800	0
				2,300		
				1,200		
				362		
Hygiene & Phys.	0	2,500	2,000	1,600	1,500	700
Ed. Athletics.....		1,500		1,550		
				1,300		
				600		
Comp. Anatomy.	0	0	0	0	0	0

INSTRUCTION (Continued)

Pub. Speaking ..	0	2,500	2,000	1,600	0	1,200
		1,500			400		
Engineering	0	0	2,500	0	0	0
				3,000			
				2,000			
				1,600			
				2,000			
				1,600			
				1,500			
				1,300			
				1,500			
Sociology	0	1,500	0	1,600	0	0
Other Subjects ..	0	0	0	7,979	0	0	0
Totals	\$10,500	70,000	117,167	65,379	60,862	25,645	16,900

*Includes salary as dean.

MAINTENANCE

Employees							
Head Janitor..	900	1,500	0	720	1,020	1,000
Asst. Janitors.	450	3,000	3,480	2,040	1,500	360
Engineer	900.	1,500	0	1,020	850	700
Fireman	0	1,500	1,920	1,200	600
Matron	500	1,000	0	1,200	250
Field Agent ..	0	0	0	0	0	0	0
Other employees	500	2,000	4,000	500	3,600	1,500

Other Expenses

Fuel, Lights ..	1,500	4,000	10,877	12,294	5,187	2,343	2,958
Ptg. Adv. Post	750	2,500	5,227	896	2,927	1,583	4,469
Repairs	1,000	3,000	3,000	8,931	2,087	2,817
Misc. Supplies.	500	1,000	1,500	1,115	0	910
Gen. Equipment	500	2,500	2,550	8,260	508
Laboratories ..	500	2,500	6,055	5,000	3,825	2,420	1,044
Library	500	2,500	7,640	1,400	1,182	2,097	523
Travel, etc. ..	1,000	1,000	1,960	100	767	158	1,051
Improvements.	0	1,000	2,100	0	0	0
Insurance	100	500	776	738	372	66
Gen. Expense.	500	10,000	69,875	18,467	11,527	12,602	8,562

Totals \$9,600 39,000 111,634 57,433 45,429 38,891 25,548

SUMMARY OF OPERATING EXPENSES

Administration	\$3,825	19,175	25,333	13,675	9,337	5,858	6,350
Instruction ..	10,500	70,000	117,167	65,379	60,862	25,645	16,900
Maintenance .	9,600	39,000	111,634	57,433	45,429	38,891	25,548

Totals ... \$23,925 128,175 254,134 136,487 115,628 70,394 48,798

B. INCOME

Student Fees.	\$5,000	20,000	60,713	70,738	38,006	18,657	14,092
Room Rents..	1,500	5,000	6,536	6,590	10,458	2,424	1,919
Donations	2,500	0	7,627	873	7,416	5,254	5,487
Endowment ..	14,925	103,175	138,985	49,350	46,532	30,382	27,300
Grants	0	0	8,999	0	0	0	0
Other Sources.	0	0	1,963	8,936	5,316	6,042	0
Deficit	0	0	29,311	0	7,900	7,635	0

Totals \$23,952 128,175 254,134 136,487 115,628 70,394 48,798

C. PROPERTY

BUILDINGS, CAMPUS AND EQUIPMENT

Main Bldg....	\$100,000	150,000	60,000	27,076	50,000	123,453
Recitations ...	0	0	35,000	12,555	8,000	0
Recitations ...	0	0	80,000	2,500	0	0
Boy's Dorm...	30,000	50,000	30,000	10,000	6,000	0
Boy's Dorm...	0	50,000	30,000	0	0	0
Boy's Dorm...	0	0	150,000	0	0	0
Girl's Dorm...	30,000	50,000	0	84,844	26,941	27,911
Girl's Dorm...	0	50,000	0	2,500	7,500	0
Girl's Dorm...	0	0	0	1,000	0	0
Gymnasium ..	15,000	75,000	120,000	58,969	22,500	0
Heating Plant.	10,000	50,000	0	50,285	0	32,323
Library	0	100,000	60,000	25,000	0	0
Laboratory ..	0	75,000	90,000	57,372	34,830	0
Laboratory ..	0	75,000	90,000	0	0	0
Laboratory ..	0	75,000	0	0	0	0
Chapel	0	75,000	60,000	75,450	0	0
Observatory ..	0	0	30,000	29,436	0	0
Commons ...	0	30,000	0	0	0	0
Pres. House ..	0	15,000	15,400	0	14,560	0
Music Hall ..	0	0	0	47,889	52,064	0
Grand Stand..	0	0	11,000	11,855	0	0
Other Buildings	0	0	129,400	0	600	2,400
Campus	10,000	50,000	84,331	100,440	86,374	50,850
Equipment ..	5,000	50,000	188,000	111,030	110,007	20,100

Totals \$200,000 1,020,000 1,262,731 827,500 708,201 419,376 256,037

Endowment

\$300,000 \$2,093,400 \$2,689,352 \$961,312 \$852,570 \$507,337 \$465,087

Total Assets

\$500,000 3,113,400 3,952,083 1,788,812 1,560,771 926,713 721,124

Note: For the "Minimum" and "Efficient" colleges, the endowment is the income from this source as indicated above capitalized at five percent.; for the other colleges it is the amount actually reported in each case.

INTRODUCTORY NOTES ON TABLES 5 TO 9.

General In accordance with instructions given by this Association at its meeting in January, 1915, blanks providing for the reporting of such information as is indicated by the preceding tables were sent early in the summer to the one hundred and sixty-two institutions composing the membership of the Association. Only a few returns had been received in September. A letter was then written to the colleges from which no reports had been received, and, in the end, fifty-two reports were obtained, two of them being received after the first of the present month.

The five following tables have been compiled from these fifty-two reports. It is hoped that the headings of the tables and the grouping of the figures will sufficiently indicate the nature and the meaning of each table without other explanation. Attention is called however, to the following particulars:

Four colleges, Nos. 17, 34, 38 and 51 were unwilling that the data furnished should be made public. College No. 39 was not ready to have its financial statistics used until a later time. Blanks appear, therefore, opposite the numbers assigned to these institutions in the tables of financial statistics.

The placing of the colleges in the list was determined by the amount of productive endowment reported. The larger the endowment, the higher is the place of the college in the list.

College No. 2 is a part of a large university. The college budget could not be satisfactorily segregated. For this reason financial statistics for this institution do not appear. "College No. 1," as is evident, is a large university. Its statistics being returned, and in very clear form, are included for the interesting light which they throw upon the tables as a whole. College No. 10 is operated by a religious order. Its faculty receive no salaries.

TABLE 5—The asterisk (*) following the number of students as given in this table indicates the colleges which operate preparatory departments the statistics for which are combined with the college statistics.

TABLE 6—The salary assigned in this table to the president of college No. 4 is two thirds of his whole salary, the balance being considered as paid on account of his administration of other parts of his institution. The free use of a residence in addition to the stated salary is indicated by "H."

TABLE 7—The asterisk (*) in this table indicates items in which tuitions and room rents are combined. The dagger (†) indicates items which combine payments for boarding and room rents. The information furnished did not permit the separation of these different kinds of payments.

TABLE 9—In this table an item of \$172,698 is reported as "unproductive endowment" for college No. 14. The college described this item as "partially productive" but did not indicate how much of it might be productive.

TABLE 5: STUDENTS AND FACULTY

	Students	Faculty	Students per teacher	Pro- fessors	Asso- ciates	Assist- ants	Instruc- tors	Others
1.	2062	209	9.87	48	25	36	32	68
2.	649	63	10.30	24	0	6	33	0
3.	179	25	7.16	16	3	4	0	2
4.	1000	68	14.70	27	3	14	11	13
5.	568	47	12.09	22	4	6	6	9
6.	139	24	5.79	13	0	7	4	0
7.	1025*	54	18.98	19	5	7	17	6
8.	504*	32	15.75	17	11	9	8	3
9.	429	39	11.00	18	0	11	10	0
10.	520*	30	17.33	18	0	1	11	0
11.	580	35	16.57	21	1	2	11	0
12.	457	29	15.76	17	1	0	6	5
13.	314	21	14.95	16	0	1	0	4
14.	595	41	14.51	21	5	0	15	0

TABLE 5: STUDENTS AND FACULTY (Continued)

	Students	Faculty	Students per teacher	Pro- fessor	Asso- ciates	Assis- tants	Instruc- tors	Others
15.	435	40	10.85	15	0	10	10	5
16.	206	19	10.84	13	2	3	0	1
17.	291	31	9.39	16	1	0	14	0
18.	475	33	14.39	20	5	8	0	0
19.	244	24	10.17	17	2	4	1	0
20.	420	31	13.55	19	0	2	10	0
21.	181*	16	11.34	10	0	1	5	0
22.	354	22	16.09	12	0	4	5	1
23.	346*	45	7.69	21	0	23	1	0
24.	134	24	5.58	19	0	0	5	0
25.	200*	14	14.29	9	0	1	4	0
26.	610	48	12.71	17	8	0	19	4
27.	412	23	17.90	14	0	3	6	0
28.	255	27	9.44	14	7	6	0	0
29.	214	14	15.28	13	0	1	0	0
30.	165	12	13.75	8	3	0	1	0
31.	320	13	24.62	12	0	0	1	0
32.	488	34	14.35	18	0	16	0	0
33.	305	13	23.46	11	0	1	1	0
34.	327*	18	18.17	11	0	2	5	0
35.	165*	15	11.00	10	0	2	3	0
36.	279*	16	17.44	13	0	0	3	0
37.	294*	16	18.12	15	0	0	1	0
38.	332*	45	7.38	8	0	1	30	6
39.	304*	21	14.48	10	0	0	11	0
40.	210*	17	12.4	7	0	3	7	0
41.	242	28	8.64	16	0	0	12	0
42.	152*	15	10.13	12	0	0	3	0
43.	172*	19	9.05	16	0	0	3	0
44.	260*	18	14.44	14	0	0	4	0
45.	156*	16	9.75	10	0	0	6	0
46.	87*	16	5.44	9	0	0	7	0
47.	122	11	11.09	7	0	1	3	0
48.	100*	14	7.14	8	0	0	6	0
49.	132*	18	7.33	11	0	0	7	0
50.	193*	13	14.85	9	0	0	4	0
51.	150*	24	6.25	16	0	0	8	0
52.	261*	39	6.69	22	0	10	7	0

TABLE 6: SALARIES

	President	Professor	Associate Professor	Assistant Professor	Instructor
1.	\$12,000	\$4,000	\$3,000	\$2,000	\$1,000
2.	2,100	None	1,500	1,350
3.
4.	4,000	2,200	1,800	1,500	1,000
5.	4,800 H	2,250	1,600	1,300	800
6.	4,000 H	2,500	None	1,500	500
7.	4,000 H	2,000	1,700	1,400	1,100
8.	3,300	2,250	1,500	850	None
9.	5,000	2,300	None	1,700	1,250
10.	0	0	0	0	0
11.	4,000	2,300	1,800	1,200	1,000
12.	3,000	2,000	1,000	None	1,100
13.	2,000	None	1,000	600
14.	1,600	1,200	None	600
15.	4,800	2,300	None	1,600	1,250
16.	4,800	2,000	1,600	600	150
17.	3,000	1,400	1,100	None	300

TABLE 6: SALARIES (Continued)

	President	Professor	Associate Professor	Assistant Professor	Instructor
18.	5,000 H	2,000
19.	2,500	1,600	1,600	1,200	250
20.	3,300	1,800	None	1,200	1,100
21.	2,500	1,500	None	1,000	1,000
22.	3,000	2,000	None	1,200	1,000
23.	2,500	1,500	None	1,000
24.	3,000	2,200	None	None	1,100
25.	2,600	1,500	None	1,000	800
26.	3,600 H	2,000	None	1,300	800
27.	3,000	2,000	None	900	350
28.	5,000	1,250	1,150	1,000	None
29.	3,000	1,200	None	400	208
30.	2,500	1,400	900	None
31.	3,000	2,000	None	None	300
32.	2,000	1,500	None	1,300	None
33.	2,000	1,300	None	780	230
34.
35.	3,000 H	1,500	None	750	300
36.	2,500	1,500	None	None
37.	3,000	1,500	None	None	900
38.
39.
40.	2,000	1,200	None	1,000	500
41.	1,800	1,000	None	None	800
42.	3,000	1,200	None	None	675
43.	2,400	1,200	None	None	500
44.	3,500	1,200
45.	2,000	1,100	None	None	None
46.	1,400	1,000	None	None	600
47.	1,800	1,100	None	800
48.	2,000	1,200	None	None	450
49.	2,000	1,200	None	None	650
50.	1,800	1,000	None	None
51.
52.	1,200	Fees	Fees	Fees	Fees

TABLE 7: INCOME

	Student Fees	Per cen	Endow- ment Income	Per cent	Miscel. Special Deficit	Per cent	Room Rents	Per cent	Total
1.	90,000	7.5	857,000	71.4	231,000	19.3	22,000	1.8	1,200,000
2.
3.	*58,000	34.2	85,800	50.1	26,000	15.7	169,800
4.	104,394	56.6	61,138	33.1	18,238	9.9	635	.4	184,405
5.	66,489	36.0	57,462	31.1	58,020	31.4	2,891	1.5	184,862
6.	6,552	8.7	69,000	91.0	200	.3	0	0	75,752
7.	68,928	54.9	43,463	34.6	8,665	6.9	4,539	3.6	125,595
8.	*24,885	32.6	50,129	65.9	965	1.5	0	0	75,979
9.	70,738	51.9	49,350	36.2	9,710	7.1	6,590	4.2	136,388
10.	5,000	.0	48,000	86.5	0	0	2,500	4.5	55,500
11.	30,906	34.3	42,553	47.2	986	1.1	15,685	17.4	90,130
12.	24,055	30.3	45,428	57.3	1,065	1.3	8,756	11.1	79,304
13.	21,436	28.6	43,520	58.0	6,049	8.1	3,995	5.3	75,000
14.	47,946	36.8	60,974	46.8	18,439	14.2	2,829	2.2	130,188
15.	38,006	32.9	46,532	40.2	20,632	17.8	10,458	9.1	115,628
16.	15,496	14.7	35,854	33.9	16,691	15.8	†37,530	35.6	105,571
17.	46,447
18.	28,909	45.1	29,219	45.6	3,460	5.4	2,487	3.9	64,075
19.	18,657	26.5	30,382	43.2	18,930	26.9	2,424	3.4	70,393
20.	33,759	29.7	24,500	21.6	18,550	16.4	36,460	32.3	113,269

TABLE 7: INCOME (Continued)

	Student Fees	Per cent	Endow- ment Income	Per cent	Miscel. Special Deficit	Per cent	Room Rents	Per cent	Total
21.	14,092	28.9	27,300	55.7	5,487	11.0	1,919	4.4	48,798
22.	20,585	33.4	20,988	34.1	12,341	20.0	17,645	12.5	61,559
23.	4,499	11.9	21,325	56.4	10,480	27.8	1,442	3.9	37,656
24.	8,100	15.3	21,386	40.5	21,300	40.4	2,000	3.8	52,786
25.	11,030	32.8	20,502	60.9	1,620	4.8	483	1.5	33,635
26.	60,909	33.0	17,561	9.5	0	0	106,024	57.5	184,494
27.	20,117	51.0	19,203	48.6	153	.4	0	0	39,475
28.	32,260	28.7	15,087	13.4	47,852	42.6	17,185	15.3	112,384
29.	14,073	36.4	16,845	43.5	5,746	14.8	2,046	5.3	38,710
30.	5,209	14.5	13,874	38.6	16,074	44.8	749	2.1	35,906
31.	21,000	41.9	16,870	33.6	545	1.1	11,750	23.4	50,165
32.	33,309	57.8	13,887	24.1	0	0	10,413	18.1	57,609
33.	7,618	24.5	15,526	50.0	6,641	21.4	1,266	4.1	31,051
34.
35.	12,907	30.3	11,546	27.1	16,480	38.7	1,705	3.9	42,638
36.	14,154	42.0	14,182	42.1	5,353	15.9	0	0	33,689
37.	26,340	43.1	11,346	18.6	19,617	32.1	3,845	6.2	61,148
38.
39.	6,427	25.5	11,304	44.9	6,354	25.2	1,091	4.4	25,176
40.	11,144	32.5	10,720	31.3	9,930	28.9	2,488	7.3	34,280
41.	29,610	32.1	9,385	10.2	1,465	1.6	151,729	56.1	92,189
42.	9,812	39.8	11,145	45.2	2,084	8.3	1,606	6.7	24,647
43.	5,490	19.2	9,199	32.2	11,564	40.4	2,344	8.2	28,597
44.	12,300	29.5	8,000	19.1	18,450	44.2	3,000	7.2	41,750
45.	9,994	25.2	7,630	19.2	14,063	35.5	7,909	20.1	39,596
46.	4,534	29.2	8,543	54.9	2,353	15.1	113	.8	15,543
47.	6,403	27.3	6,935	29.1	9,076	38.8	1,000	4.8	23,414
48.
49.	4,800	22.3	4,700	22.1	11,910	55.6	0	0	21,410
50.	10,189	45.7	3,515	15.7	8,604	38.6	0	0	22,308
51.
52.	3,500	76.1	0	0	1,100	23.9	0	0	4,600

TABLE 8: THE BUDGET AND COST PER STUDENT

	Admini- stration	Per cent	Instruc- tion	Per cent	Mainte- nance	Per cent	Total Budget	Cost per Student
1.	\$123,000	15.0	\$424,000	51.6	\$274,000	33.4	\$821,000	\$398
2.
3.	9,900	12.7	56,000	71.9	12,000	15.4	77,900	435
4.	22,496	12.3	89,066	49.0	70,211	38.7	181,773	182
5.	19,514	10.6	84,195	45.5	81,153	43.9	184,862	324
6.	6,680	10.0	49,164	73.7	10,850	16.3	66,694	480
7.	17,326	14.3	68,576	56.5	35,493	29.2	121,395	119
8.	8,527	11.2	39,317	51.7	28,136	37.1	75,980	149
9.	13,675	10.0	65,379	47.9	57,433	42.1	136,487	318
10.	40,000
11.	12,080	13.4	50,400	55.9	27,650	30.7	90,130	155
12.	8,772	11.1	43,561	58.7	27,021	30.2	79,354	173
13.	10,500	14.0	32,100	42.8	32,400	43.2	75,000	239
14.	8,903	6.8	47,289	36.3	73,996	56.9	130,188	219
15.	9,337	8.1	60,862	52.6	45,429	39.3	115,628	266
16.	9,800	9.3	32,700	31.0	63,071	59.7	105,571	512
17.	46,447	159
18.	7,980	12.5	48,495	75.7	7,600	11.8	64,075	135
19.	5,858	8.3	25,645	36.4	38,891	55.3	70,394	289
20.	7,842	6.9	36,653	32.4	68,776	60.7	113,271	270
21.	6,350	13.0	16,900	34.6	25,548	52.4	48,798	270
22.	6,870	11.2	29,470	47.9	25,220	40.9	61,560	174
23.	4,900	13.1	22,875	60.7	9,880	26.2	37,655	108

TABLE 8. THE BUDGET AND COST PER STUDENT (Continued)

	Adminis- tration	Per cent	Instruc- tion	Per cent	Mainte- nance	Per cent	Total Budget	Cost per Student
24.	7,469	14.4	25,750	49.8	18,488	35.8	51,707	386
25.	6,833	20.3	13,604	40.5	13,198	39.2	33,635	168
26.	28,740	16.6	58,953	34.1	85,378	49.3	173,071	284
27.	7,334	18.6	28,296	71.7	3,845	9.7	39,475	96
28.	11,425	10.5	29,250	26.9	68,040	62.6	108,715	426
29.	6,052	15.6	17,386	44.9	15,274	39.5	38,712	181
30.	1,927	5.3	10,680	29.7	23,299	65.0	35,906	217
31.	5,175	10.3	26,700	53.2	17,290	36.5	50,165	151
32.	6,776	14.5	35,316	75.2	4,840	10.3	46,932	96
33.	4,215	13.6	13,936	44.9	12,900	41.5	31,051	102
34.
35.	3,000	11.4	12,523	47.4	10,870	41.2	26,393	160
36.	3,820	10.7	14,600	41.0	17,164	48.3	35,584	128
37.	4,750	12.8	28,806	77.6	3,587	9.6	37,143	126
38.
39.
40.	4,567	13.3	14,048	40.9	15,667	45.8	34,282	163
41.	6,055	6.8	23,964	26.8	59,155	66.4	89,174	368
42.	3,360	13.6	12,680	51.4	8,606	35.0	24,646	162
43.	3,000	8.3	14,117	38.9	19,119	52.8	36,236	211
44.	6,248	14.9	16,000	38.3	19,502	46.8	41,750	161
45.	4,233	13.5	15,354	48.8	11,846	37.7	31,433	201
46.	1,311	8.4	10,083	64.9	4,149	26.7	15,543	179
47.	2,625	17.5	8,650	57.7	3,725	34.8	15,000	123
48.	2,000	14.5	10,760	78.2	1,006	7.3	13,766	138
49.	2,300	10.7	15,110	70.6	4,000	18.7	21,410	162
50.	5,151	22.9	10,600	47.3	6,656	29.8	22,407	116
51.
52.

TABLE 9: PLANT AND ENDOWMENT

	Buildings Grounds Equipment	Per cent	Productive Endowment	Per cent	Unproductive Endowment	Productive Endowment and Plant
1.	\$2,145,000	8.9	\$21,946,000	91.1		\$24,091,000
2.
3.	2,190,000	52.5	1,984,000	47.5		4,174,000
4.	1,515,898	50.4	1,526,374	49.6		3,078,272
5.	624,836	32.0	1,325,918	68.0		1,950,754
6.	784,000	37.6	1,300,000	62.4		2,084,000
7.	834,105	44.6	1,038,174	55.4	\$501,280	1,872,279
8.	1,355,219	57.2	1,020,798	42.8		2,376,017
9.	827,500	46.3	961,313	53.7		1,788,813
10.	823,000	46.4	950,000	53.6		1,773,000
11.	566,283	38.2	916,284	61.8		1,483,567
12.	461,370	34.2	885,794	65.8	9,955	1,347,164
13.	566,708	39.1	881,396	60.9	19,500	1,448,104
14.	388,000	31.1	861,223	68.9	172,698	1,249,223
15.	708,201	45.4	852,570	54.6	18,867	1,560,771
16.	693,700	46.3	804,219	53.7	28,725	1,497,919
17.	522,500	49.4	535,102	50.6		1,057,602
18.	482,537	47.6	530,528	52.4		1,013,065
19.	419,377	45.2	507,337	54.8	204,618	926,714
20.	406,886	45.2	493,538	54.8		900,424
21.	256,037	35.5	465,087	64.5	55,413	721,124
22.	613,539	57.3	457,885	42.7	30,579	1,071,424
23.	262,600	36.5	457,300	63.5	11,500	719,900
24.	261,000	38.8	411,964	61.2		672,964
25.	319,290	45.1	388,187	54.9		707,477
26.	460,242	54.6	382,732	45.4		842,974

TABEL 9. PLANT AND ENDOWMENT (Continued)

	Buildings Grounds Equipment	Per cent	Productive Endowment	Per cent	Unproductive Endowment	Productive Endowment and Plant
27.	269,424	41.8	375,105	58.2	23,920	644,529
28.	436,013	58.8	311,616	41.2		747,629
29.	265,494	46.9	300,520	53.1		566,014
30.	210,000	42.4	285,000	57.6		495,000
31.	349,074	55.7	280,591	44.3	3,000	632,666
32.	277,842	50.1	276,817	49.9	3,092	554,659
33.	175,732	38.9	276,069	61.1	37,027	451,801
34.	115,500	31.5	251,347	68.5	5,400	366,847
35.	236,167	49.9	236,676	50.1	2,500	472,843
36.	175,000	42.5	236,286	57.5	500	411,286
37.	305,965	57.7	225,000	42.3	25,000	530,965
38.
39.	146,211	39.6	222,776	60.4	145,000	368,987
40.	299,570	58.8	209,560	41.2	5,000	509,130
41.	381,454	64.6	208,615	35.4	1,400	590,069
42.	271,043	59.8	182,000	40.2	7,060	453,043
43.	167,660	48.5	177,851	51.5		345,511
44.	225,000	56.8	171,000	43.2		396,000
45.	176,500	51.2	168,275	48.8	13,699	344,775
46.	74,426	35.0	138,016	65.0		212,442
47.	87,000	45.3	105,000	54.7	2,000	192,000
48.
49.	125,000	59.5	85,000	40.5		210,000
50.	80,750	50.8	78,014	49.2	178,034	158,764
51.
52.

EXPLANATORY NOTES.

Note 1.

The Minimum Curriculum

The minimum curriculum, like the minimum college, must be judged with reference to its own object. That object is the mapping out of an acceptable course of college study which can be offered to a student at the minimum of cost. By its own definition it must be a rigid, almost inflexible course. The available class hours with a teaching force of seven indicate that about sixty per cent of the work must be required both as to kind and quantity. Since certain administrative work must also be done by the same seven teachers, the margin of flexibility will be still further reduced.

Within these limits the minimum college must select and group subjects, balancing one over against the other so that the results will be a satisfactory college course. Keeping within its self-imposed limits, the minimum curriculum must be taught by the minimum number of teachers. This number will be determined, first, by the possible grouping of college subjects, and, secondly, by the amount of work which each teacher can do. A careful inspection of the subjects which must be included in a college course seems to show that they cannot be reduced to fewer than seven groups. The minimum curriculum will therefore require the services of seven teachers. Experience shows that a teaching schedule of an average of fifteen hours per week

is about the limit of effective service in the classroom. Upon this plan, a teaching force of seven would carry a schedule of one hundred and five hours per week.

The specific assignments of work, as indicated for the minimum faculty, provide for only sixty hours of work, leaving forty-one hours for "other assignments." A part of these unassigned hours will be needed for certain administrative work such as that of the dean and the registrar. Such time as may be left after providing for this work may be used to provide for a limited amount of flexibility in the curriculum. A few alternatives in language may be offered. A little additional work in science may be given. A few classes may be heard in sections. All this must be done, however, within the limits of the available unassigned hours, and the teachers for the new subjects or classes must be found among the original teaching force of seven.

Note 2.

The Minimum Faculty

In this faculty no teaching is assigned to the president. By our definition, the minimum college is one which has the minimum of the things which a college needs. It is wearing out these things at the maximum rate. It must, therefore, be the chief business of the president both to make good for wear and tear and to build up his institution until it has reached a condition of permanent efficiency. This with his administrative duties, will fully occupy his time. As already indicated, the number of teachers is determined by the possible combinations of subjects or departments.

Note 3

The Number of Students

The number of students assigned to the minimum college is one hundred. This is about the number which will permit the accomplishment of the double object in view, namely, an acceptable degree of efficiency at a minimum of cost. College work consists, for the most part, of recitations rather than lectures. It cannot be well done if the classes are larger than twenty-five. It is assumed that the minimum college will have about the same number in each of the four classes, for, among the many things which this college does not provide for is any considerable degree of mortality between the Freshman and the succeeding classes. A total number of about one hundred students in the college would, therefore, put about twenty-five into each of the four classes. Except for the slight degree of election provided for above, there would be about twenty-five students in every recitation.

If it be asked, "How will this description fit the actual college which, with one hundred students, has forty or fifty in the Freshman class and dwindling numbers in the upper classes?", the answer is, "It will not fit at all." Such a college, because of irregularities and because of divisions in the Freshman class and because of the necessity of maintaining an undiminished

"over-head expense" for the upper classes, will greatly excel the minimum college in the proportions of its budget and will fall far short of it in efficiency.

In the efficient college most of the limitations imposed upon the minimum college disappear. The number of students assigned to this college is four hundred. This is not a number as rigidly fixed as is the number assigned to the minimum college. Opinions will vary with regard to the best size of a student group for college objects. A certain type of community life is to be developed. A certain relation between faculty and students is to be maintained. Certain practical matters of cost and educational economics will be taken into account. It is not the object of this paper to discuss any of the many important and interesting aspects of college life suggested by mention of these things. The simple fact is that colleges which seem most illustrative and typical report students ranging in number from three to five hundred. Within these limits as to numbers the cost of efficiency need not vary as much as the difference in numbers might indicate.

Note 4. The salaries assigned to the faculty of the minimum college are minimum as judged by what the teachers must have, but they are maximum as judged by what the college can pay. The president of such a college must be a man worth much more than twenty-five hundred dollars per year, but he must be willing to work for that amount until his college gets much more money than we assign to it. Less than this amount would probably impair his efficiency:

For fifteen hundred dollars per year a college can get competent teachers from one or all of three classes of candidates: namely, young men who have not yet completed their professional training, or who, having taken their graduate degrees, have not yet had teaching experience; secondly, older men without complete academic training but with a history of successful teaching; thirdly, men with complete training and successful experience who are willing to sacrifice for the sake of the institution or the cause. If the president be a good judge of the untried men, or if he be providentially guided in finding the older men, he may maintain his college for a considerable time while paying the salaries indicated. The younger men, however, if they are good college men, will move on; the older men will wear out. Unless the college, within a reasonable time, can reach a higher standard of salaries it must finally confess defeat.

It is thought that the salaries assigned to the teachers in the theoretically efficient college will provide, in the average college town, for all the needs of the college teacher except that represented by the pension. If the college has no pension fund of its own, and its teachers are not eligible to a pension from any other source, the salary, to be economically sufficient, should be not less than three thousand dollars. This is said with reference to

the full professorship, and contemplates permanency, if possible, a life work on the part of the teacher who has demonstrated his value to the institution. Associates and assistants may be younger men who can, during their earlier years, accept smaller salaries.

In the case of College No. 1 itemized information with regard to salaries has not been obtained. The regular salary for a full professorship in this college, however, is \$3,500. In the case of a few professorships provision is made for larger salaries. Upon one foundation a salary of \$5,000 may be paid. The salaries of associate professors range from \$1,600 to \$2,500.

**Note 5.
The Analysis
of College
Organization
and Finances**

A study of college organization and finances presents to view a maze of varying forms and facts. It would be a very great gain if it were possible to standardize college organization and an immensely greater gain if college finances could be standardized. College organization, however, has been shaped through two and three-quarter centuries of American history, amid varying conditions and to serve purposes which, while similar in their larger aspects, have been almost infinitely different in their particular ends. For these reasons only general similarity in matters of organization may be possible or even desirable. College finances, however, can and should be standardized in accordance with well established principles of accounting. This, if brought about, would open the way to the solution of many difficult problems of college administration.

It is thought that the analysis of college organization, as presented in this paper, will be, for the most part, self-explanatory. The content and limitations of the subdivision under the head of "Instruction" will be indicated at a glance. Under the head of "Administration" are grouped all the activities of the college which have to do with the management of its affairs or the promotion of its interests. There would be no question with regard to any item mentioned in this connection unless it might be the one naming the Librarian and his assistants as members of the administrative force. There seems to be no other place to put them. They are not instructors, and they are not used merely for the maintenance and care of the physical property of the institution as are janitors and firemen. They place and keep at the disposal of students, for educational purposes, a certain part of the educational equipment of the college. Their functions, if not administrative, are more nearly related to those of administration than to any others.

Note 6.
Academic
Rank

Much difference in practice is found in the academic ranking of instructors. College No. 1 has abolished the rank of "assistant professor," their teachers being designated as "professors," "associates" or "instructors." The policy in this institution is to increase the number of teachers who rank as full professors. The reason given for the adoption of this policy is that the underclassmen should be taught by instructors as well qualified in every respect as those assigned to the upper classmen. In the new colleges, especially in the West, there is less distinction with regard to academic rank. In many institutions practical impartiality is observed by designating as "professors" all instructors without regard to their age, preparation or previous condition of academic service.

Note 7.
Publicity

In recent years publicity has been recognized as both a formative and corrective force in every public or semi-public enterprise. Colleges are community enterprises. Those with which this paper deals are largely maintained by the income of trust funds. They are chartered by the state. Public welfare requires that there be no chance to conceal anything in the management of such an institution. Descending to the details of administration, publicity even with regard to individual salaries will protect a deserving teacher from a hard-fisted board of trustees. It will protect a soft-hearted but impecunious board of trustees from an aggressive teacher who wants more than his fair share of the limited funds available for salaries. It would tend to equality in the treatment of the different members of a faculty and, if trustees and presidents faced things fairly, it would tend to weed out all teachers who are receiving relatively more than they are worth to the college. In the administration of the college resources, it would show where money is being wasted in some places and where it is being too sparingly used in others. It would give all the colleges the benefit of the valuable experience of those which are being successfully administered, and this would be a great gain.

CONCLUSIONS.

If the facts and the reasoning of the paper are accepted, we are prepared now to give an answer to the question with which we began by saying that an efficient college having an enrollment of four hundred students should have a faculty of forty teachers, total assets of about three millions of dollars and an annual income of about one hundred and twenty-five thousand dollars. Perhaps this statement will be clearer if put in tabular form as follows:

THE EFFICIENT COLLEGE

Organization:—				
Students				400
Faculty				40
Finances:—				
Plant, value of,			\$1,000,000.00	
Endowment, amount of,			2,000,000.00	\$3,000,000.00
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Income,				
Student fees,	20 per cent,		\$25,000.00	
Endowment,	80 per cent,		100,000.00	\$125,000.00
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Budget,				
Administration,	15 per cent,		\$18,750.00	
Instruction,	55 per cent,		68,750.00	
Maintenance,	30 per cent,		37,500.00	\$125,000.00
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Per student,				
Total investment,				\$7,500.00
Endowment,				\$5,000.00
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Annual cost,				
Met by endowment,			\$250.00	
Paid by student,			62.50	\$312.50
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Attention may be called to the quantitative relations indicated as desirable between the income from student fees and the income from endowments. Similar relations are indicated as existing between the three parts of the budget. With regard to income, it is quite clear that a college cannot be considered efficient while any considerable part of its income is derived from uncertain sources such as annual donations.

The relation between the different parts of the budget may vary somewhat on account of local conditions. The tendency, however, in the interests of efficiency, would be to increase the expenditure for instruction.

The conclusion of the whole matter is that the permanent efficiency of a college is dependent upon the amount of its income from endowments as compared with its necessary activities.

Supplementary Note. It may be that there is a better word than "Efficient" which could be used in describing the adequately equipped and endowed college.

As yet, however, no such word has been found, and the discussion in the meeting at Chicago failed to produce one. Since the paper will be revised, it has been thought best to retain the present terminology in this reprint. Correspondence with regard to this and all other matters discussed in the paper should be addressed to Rev. Calvin H. French, Care of the College Board, 156 Fifth Avenue, New York City.



